

CAREER MANAGEMENT STUDY

PROMOTIONS

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Approved For Release 2003/01/29 : CIA-RDP80-01826R000300090001-3

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DD/I NOTICE
No. 20-580-2/1

DD/I N 20-580-2/1
1 December 1962

COMPETITIVE PROMOTIONS

References: 15 September 1961

1. Each Career Service in the DD/I area (I, OO, and OCR) will comprise the basic competitive promotion area for promotion for members of that service. However, separate areas of competition within the OO and I Service are hereby established as follows:

a. OO Career Service:

O/AD/O
Contacts

FDD

b. I Career Service:

ORR
OCI
OSI
OBI
ONE
NPIC
O/DD/I

2. The Heads of the OO and OCR Career Services and the Heads of offices listed in Para. 1b. are authorized to establish further sub-areas of competition with the approval of the DD/I.

3. Responsibilities set forth in Headquarters Regulation are hereby delegated by the Head of the I Career Service to the Office Heads listed in para. 1b. above.

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GROUP 1
Excluded from automatic
downgrading and
declassification

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4. Office Heads in para. 1b. above are further authorized to propose Personal Rank Assignment per para. c. of [] It will be the policy of the DD/I area to keep Personal Rank Assignments to a minimum.

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5. Each competitive area will make its annual evaluation review of each grade level, in accordance with the schedule set forth in []. This will not prevent any competitive area from conducting more than one review a year.

6. Individuals assigned to one area of competition but possessing career designations of another area will be evaluated by the Career Service or Panel to which they belong although this Career Service should, of course, seek evaluation from the area to which the individual is currently assigned.

7. Individuals assigned overseas or on detail or training assignment away from headquarters will be reviewed in the area of competition which their Service designation would normally place them at Headquarters.

8. DD/I Notice 20-110-3, dated 17 November 1954 (reissued 1 December 1962 as DD/I Notice 20-110-3/1) setting forth procedures for the approval of personnel actions will remain in effect.

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[]
RAY S. CLINE
Deputy Director (Intelligence)

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DD/I NOTICE
No. 20-580-2

DD/I M 20-580-2
29 May 1959
(Reissued 21 September 1960)

COMPETITIVE PROMOTIONS

Rescission: DD/I M 20-580-1, 18 February 1957

References: CIA Regulation

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1. Each Career Service in the DD/I area (I, OO, and OCR) will comprise the basic competitive promotion area for promotion for members of that service. However, separate areas of competition within the OO and I Service are hereby established as follows:

a. OO Career Service:

O/AD/O
Contacts

FDD

b. I Career Service:

ONR
OCI
OSI
OBI
ONE
PIC
O/DD/I

2. The Heads of the OO and OCR Career Services and the Heads of offices listed in Para. 1 b. are authorized to establish further sub-areas of competition with the approval of the DD/I.

3. Responsibilities set forth in CIA Regulation paras. 4b (1), (3), (4), (5); 6c and 8 are hereby delegated by the Head of the I Career Service to the Office Heads listed in para. 1b, above.

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4. Office Heads in para. 1b above are further authorized to propose Personal Rank Assignment per para. 3 of CIA Regulation [redacted]. It will be the policy of the DD/I area to keep Personal Rank Assignments to a minimum.

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5. Each competitive area will make its annual evaluation review of each grade level, in accordance with the schedule set forth in [redacted] dated 24 Feb 1959. This will not prevent any competitive area from conducting more than one review a year.

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6. Individuals assigned to one area of competition but possessing career designations of another area will be evaluated by the Career Service or Panel to which they belong although this Career Service should, of course, seek evaluation from the area to which the individual is currently assigned.

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[redacted]
ROBERT AMORY, JR.
Deputy Director (Intelligence)

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PHOTOGRAPHIC INTELLIGENCE CENTER

4 June 1959

PERSONNEL

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PROCEDURES OF

THE PHOTOGRAPHIC INTELLIGENCE CAREER SERVICE BOARD

FOREWORD

1. PIC Regulation 20-110, dated 26 November 1958, established the organization, responsibilities and functions of the Photographic Intelligence Career Service Board.
2. It is the responsibility of the Board to advise the Director, PIC, on personnel management matters and to monitor the application and functioning of the CIA Personnel Program as it applies to the members of the Photographic Intelligence Career Service.
3. This Handbook sets forth the procedures by which the Board will carry out its responsibilities and accomplish its functions.

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A. C. LUNDAHL
Director

Photographic Intelligence Center

DISTRIBUTION: 5

Encl.

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PHOTOGRAPHIC INTELLIGENCE CENTER

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4 June 1959

PERSONNEL

PROCEDURES OF

THE PHOTOGRAPHIC INTELLIGENCE CAREER SERVICE BOARD

1. Career Staff Membership

- a. Applications for membership in the CIA Career Staff will be received in PIC by the Administrative Staff and forwarded to the individual concerned via normal supervisory channels.
- b. Signed applications will be returned via the Division or Staff Chief who will prepare a memorandum to the Chairman, PICSB, recommending the individual for Category A (accepted), Category B (deferred) or Category C (not accepted).
- c. The application and the memorandum will be forwarded to the Secretary, PICSB, who will place it on the Agenda of the next meeting of the Board.
- d. The Board will further review the application and recommend that he be placed in Category A, B, or C.
- e. The Secretary, PICSB, will forward the recommendation of the Board through the Chairman to the DIR/PIC for approval or disapproval.
- f. Individuals approved for Career Staff status will be advised by a Notification of Membership. This document will be received in PIC by the Administrative Staff, which will forward it to the Chairman, PICSB, and will notify the Division or Staff Chief that it has been received. The Chairman will present the Notification to the individual who will acknowledge receipt by endorsement. The document will be returned to the Administrative Staff where it will be forwarded to the Office of Personnel for filing in the individual's official Personnel File.

2. Reassignments

- a. A PIC employee who wishes to be reassigned within PIC will forward his request through normal supervisory channels to the Secretary, PICSB. The Division or Staff Chief concerned will prepare an accompanying recommendation to the Board and the Board will act upon the request. After approval by the DIR/PIC of the Board action, the employee will be notified by his Division or Staff Chief of the action taken. An employee has the option of forwarding a confidential request directly to the Chairman or DIR/PIC if he so desires.
- b. A PIC employee who wishes to seek reassignment outside of the DD/I area will forward his request by memorandum to the Secretary, PICSB. The memorandum should be addressed to the Chairman, PICSB, and should state the reason for requesting a transfer and the type of position desired. The Secretary will notify the Chairman and the employee's supervisor of the request and take the necessary action to have the employee's personnel file reviewed within the Agency. The Board will be notified of this action at its next regular meeting.

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3. PIC Vacancies

- a. When a vacancy exists in a PIC component, grade GS-13 and below, the supervisor concerned will prepare a draft Vacancy Notice and forward it to the Administrative Staff through supervisory channels. The Administrative Staff will prepare the Notice in the appropriate form, send it to the Chairman for approval, reproduce it, and distribute it to all PIC and DD/I components. Professional vacancies, GS-9 and below, and clerical vacancies, GS-6 and below, are not required to be circulated outside of PIC, but may be circulated at the discretion of the Chairman, PICSB.
- b. As applications are received from outside PIC, the Administrative Staff will forward them to the supervisor concerned and will procure personnel files. The Administrative Staff will request necessary clearances from the Security Staff and will arrange applicant interviews.
- c. PIC employees who wish to apply for PIC vacancies will forward their applications through supervisory channels to the Administrative Staff. The Administrative Staff will forward the application together with the personnel file to the component having the vacancy. An employee may have the option of forwarding an application directly to the Secretary of the Board if he so desires. In this event, the Secretary will notify the Division or Staff Chief concerned of the receipt of the application and will forward it to the component having the vacancy. All applications for PIC vacancies from PIC employees will be acted upon by the Board.
- d. After each interview or review of the personnel file, the supervisor will prepare comments on the application forms and return them to the Administrative Staff. The interview comments should include an evaluation of the applicant's qualifications in relation to the qualifications required for the vacant position and a recommendation as to who should fill the position.
- e. When all applicants have been considered, the Secretary will place the case on the Agenda of the next meeting of PICSB.
- f. The Board will review the applications and the recommendation of the supervisor and will recommend the nominee for the position.
- g. The Secretary will forward the recommendation of the Board through the Chairman to the DIR/PIC for final approval.
- h. If the supervisor determines that none of the applicants are qualified for the position, he may recommend that recruitment action be initiated to hire a person outside of the Agency.

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- i. If recruitment action is approved, the Administrative Staff will obtain applicant files for the Division or Staff concerned, who will recommend to the Board a person to be placed in process.
- j. After approval by the Board and DIR/PIC, the Administrative Staff will take the necessary action to initiate processing.

4. Nominations for other DD/I Notices

- a. A PIC employee who wishes to be considered for a vacancy outside of PIC, advertised through the DD/I Vacancy Notice Procedure, will fill out a Nomination for Vacancy form and forward it to the Secretary, PICSB, through normal supervisory channels.
- b. The Secretary will review the application to determine whether or not the employee has the requisite qualifications and will forward to the Chairman for approval or disapproval.
- c. If the nomination is approved, the Administrative Staff will forward the application to the DD/I component concerned and will make available to that component the employee's personnel file.
- d. If the nomination is disapproved, the Secretary will notify the Division or Staff Chief concerned of this action and the reason it was taken. No applications will be disapproved for any reason other than lack of qualifications. In cases of doubt, judgment will be weighted in favor of the employee.
- e. The Secretary will notify the Board of all actions taken on nominations for DD/I vacancies at its next regular meeting.

5. Promotions

- a. All members of the Photographic Intelligence Career Service in grade GS-9 and above will be competitively evaluated at least once a year. Employees in grades GS-8 and below may be competitively evaluated at the discretion of the Board.
- b. Competitive evaluation of employees in grades GS-9 and above will be accomplished in accordance with the following schedules:

<u>GRADES</u>	<u>DATE</u> <u>(Quarters Beginning)</u>
GS-9 through GS-11	January
GS-12 through GS-13	April
GS-14 and above	July

- c. All individuals eligible for consideration for promotion in terms of time in grade at the time of evaluation and those who will become eligible for consideration during the subsequent year will be considered competitively. Promotion actions will be initiated immediately or may be deferred at the discretion of the employee's supervisor.

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3 August 1960

- d. Division and Staff Chiefs who propose to submit promotion recommendations to the Board will notify the Secretary of the names of the individuals concerned for inclusion on the agenda of the next meeting.
- e. These names will be listed under a separate agenda item entitled "Proposed Promotions."
- f. At the next meeting of the Board, copies of the memorandum recommending promotion will be distributed to each member.
- g. At the following meeting the Board will review the recommendation and recommend that it be approved, disapproved, or deferred.
- h. The recommendation will be recorded in the Minutes of the meeting and forwarded to the DIR/PIC, for approval, disapproval, or other action as he deems necessary.
- i. Promotion memoranda in an original and six copies will be addressed to the DIR/PIC, through the Secretary, PICSB, and should contain:
Chairman, PICSB
 - (1) Name of individual
 - (2) Position title and present assignment
 - (3) Present grade, time in grade, and time in Agency
 - (4) Brief statement of education and training
 - (5) Brief statement of experience
 - (6) Justification for promotion, including substantive competence, development potential, comparative achievement, maturity, judgment, etc.

6. Awards

- a. Nominations for Honor Awards may be initiated by any PIC employee by the submission of Form No. 600, Recommendation for Honor Awards. Copies of Form No. 600 may be obtained from the Administrative Staff.
- b. Nominations will be transmitted through supervisory channels to the Secretary, PICSB, who will place it on the Agenda of the next meeting of the Board.
- c. The Board will review the Nomination and recommend to the DIR/PIC that the nomination be either forwarded or disapproved.
- d. The action of the Board will be recorded in the Minutes of the Meeting and forwarded to the DIR/PIC together with the nomination for approval or disapproval.
- e. If the DIR/PIC approved the Nomination, it will be forwarded with endorsement to the Chairman, Honor Awards Board, through the DD/I, for further consideration.
- f. If the Nomination is not favorably considered, a report will be forwarded to the Division or Staff Chief concerned, who will notify the individuals concerned.

June 1959

7. Training

- a. Requests for training, internal and external, will be initiated by the Division or Staffs concerned and forwarded to the Chief, Administrative Staff.
- b. Requests for internal training involving after-hours training, part-time training and full-time training not exceeding one month will be acted upon by the Chief, Administrative Staff.
- c. If the number of PIC applicants for training exceeds an assigned quota, the Administrative Staff will forward the list of candidates to the Executive Officer for selection of the individuals to attend.
- d. Requests for internal training for periods exceeding one month will be referred to the Executive Officer for approval or disapproval.
- e. All requests for external training will be forwarded through the Executive Officer for approval or disapproval by the DIR/PIC.
- f. At each meeting of the Board the Secretary will make an announcement of training requests approved since the last meeting of the Board.

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EYES ONLY

NPIC/D-103-63

25 JUL 1963

MEMORANDUM FOR: Assistant for Operations, NPIC

SUBJECT: Establishment of Promotion Standards

1. At a special meeting of the Photographic Intelligence Career Service Board on 2 May 1963, Board members considered the matter of establishing minimum standards of "time in grade" and "time in position" for promotions at all grade levels. Unanimous agreement was reached on the following minimum standards with the proviso that exceptions could be processed if satisfactorily justified by the sponsor to the Career Service Board:

<u>Grades</u>	<u>Time in Grade</u>	<u>Time in Position</u>
GS-03 through GS-10	6 months	6 months
GS-11 and GS-12	12 months	6 months
GS-13	18 months	6 months
GS-14	24 months	6 months

2. The recommended standards have been approved by the Head of the Photographic Intelligence Career Service and are now in effect. You are encouraged to ensure that appropriate supervisory personnel in your components use them as guidelines.



Chairman

Photographic Intelligence Career Service Board

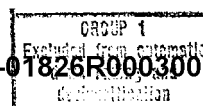
Distribution:

Original & 1 - Addressee
2 - O/Dir/NPIC
2 - PB/AS/NPIC

25X1A9A PB/AS/NPIC/[redacted] (24 July 1963)

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Two Hundred Fourteenth Meeting

19 June 1964

4. Recommendations for Promotion:

The promotion recommendations on the following employees were distributed earlier and after consideration by Board members, approval was recommended:

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	CSD/Ref	GS-11 to GS-12	TAB D
	PD/GAB	GS-07 to GS-08	TAB E
	CSD/RB	GS-07 to GS-08	TAB F
	PSD/ICB	GS-06 to GS-07	TAB G
	CSD/Ref	GS-06 to GS-07	TAB H
	PSD/ICB	GS-06 to GS-07	TAB I

5. Proposed External Training--

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Board members concurred in the recommendation for external training as proposed for [redacted]. The formal papers regarding this proposal were turned over to the Chairman. The Chairman requested a short paper listing details involved in Agency-sponsored external training.

6. Discussion of Replacement for Chief, Publications Division:

The Chairman explained to Board members that he felt it desirable to get their opinion on a successor for Mr. [redacted] who has been reassigned from the position of Chief, Publications Division to that of Chief, Management Services Staff. He pointed out that while the selection of senior-supervisor personnel in the Center was clearly the right of the Director, NPIC, that views and opinions of Career Board members could be most helpful and would be taken into consideration. Mr. [redacted] was requested to give his views on the appropriate selection for senior positions in PD and Board members then discussed these nominations and considered other possibilities as well. [redacted] advised the Board that their views would be considered and passed to Mr. Lundahl along with his own.

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7. Discussion:

The Chairman expressed real concern about the problem of making use of the opinions and judgments surfaced on personnel at Career Board meetings to convince individual employees of the necessity to adjust and remedy habits and attitudes in order to insure their continued progress. He emphasized that this was the responsibility of the senior supervisors in the Center. The Chairman proposes at an early meeting to discuss

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EYES ONLY

Two Hundred Fourteenth Meeting

19 June 1964

methods for applying such information as a correction measure. He made it clear he believes the initiative in these matters should come from the supervisor of the employee in question.

[Redacted Signature]

Executive Secretary

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The recommendations as outlined in the foregoing Minutes are hereby approved.

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[Redacted Signature]

Chairman
Photographic Intelligence
Career Service Board

29 June 1964
Date

EYES ONLY
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1 August 1960 PHOTOGRAPHIC INTELLIGENCE CENTER

5. Promotions

All recommendations for promotions to grades GS-14 and below will be reviewed by the Board. Recommendations for promotions to grades GS-14 and GS-15 will be forwarded to the Intelligence Career Service Board for final approval.

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CENTRAL INTELLIGENCE AGENCY

OFFICE OF CENTRAL REFERENCE

CAREER SERVICE GUIDELINES

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22 June 1964

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CENTRAL INTELLIGENCE AGENCY

OFFICE OF CENTRAL REFERENCE

CAREER SERVICE GUIDELINES

- 25X1A
- REFERENCES: A. Form 45 (4-62), Fitness Report and Directions for Completing Form 45, pp. 1 & 2
B. [] Fitness Report, Revised 20 June 1963
C. [] Fitness Report Guide, and DDCI's Memorandum attached thereto. 10 October 1963
D. CR 20-580-4, Promotion Guidelines, 15 March 1963

1. General

The purpose of these guidelines is to provide assistance in the uniform and objective application of the foregoing references within OCR and to clarify the procedures to be followed in preparing and reviewing Fitness Reports, recommending promotions, and in handling a variety of personnel actions.

2. Fitness Reports

A. Preparation

a. Each Fitness Report should be prepared with great care and objectivity to make sure that the evaluations are as meaningful as possible in support of career planning or other actions affecting the employee being rated. The rater should have frequent discussions throughout the year with those employees he rates, in order to acquaint them frankly and forthrightly with his evaluation of how they are doing and what they should do to improve. He should not confine himself to the annual Fitness Report for this purpose. He should not shirk from acquainting them throughout the year with both their strengths and weaknesses -- commending them for the former and guiding and assisting them to improve the latter. The Fitness Report should not record deficiencies not previously identified to the employee. In this way the employee is given ample opportunity to take any corrective action that may be indicated.

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b. The definition of each adjectival rating is given in Section B of the Fitness Report and explained further in the directions attached thereto. [redacted] states that "In practice 'Proficient' has come to represent the 'average' on our rating scale; it is therefore appropriate to adopt it as such in order to promote uniformity..." A review of OCR practice through 1963 reveals that this Office has in fact been using the rating in this way, applying it to almost 60% of the persons rated. In general, therefore, no change from present practice is required. Division Chiefs should examine their records to insure continued compliance with this established norm. The following additional guidance is provided for the other four ratings:

(1) "Weak" should be reserved for cases of a sufficiently critical nature as to require administrative action such as probation, reassignment, or separation. Early diagnosis of the employee's deficiencies should be made and corrective action taken and made a matter of record. The reviewing official should be consulted in advance when a supervisor plans to assign this rating.

(2) "Adequate" should describe performance which deserves closer supervisory attention in the form of encouragement, on-the-job instruction, adjustment of duties, further training and like. An "adequate" rating would usually preclude in-grade raises, promotion, travel, external training or similar recognition. Each case, however, should be considered on its merits.

(3) The individual receiving a "strong" rating demonstrates a thorough command of his job, contributes in an imaginative manner to the development of the programs of his office, and exhibits a variety of superior strengths of intellect, personality, and performance that clearly distinguish him from "proficient" performers.

(4) A rating of "outstanding" indicates that an individual is truly exceptional in the breadth and strength of his talents, the consistently high quality of their application, the ability to think constructively about the system in which he operates and to implement modifications that stand up under practical test, and, finally, in his demonstration of a concrete commitment to his assignment and of leadership in his day-to-day relations with the other members of his operating team. An over-all rating of "outstanding" should take into account not only performance of specific duties but everything about an employee which influences his effectiveness on the job. The intention to

[redacted]

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award such an over-all rating shall be discussed with the reviewing official before the final preparation of the Fitness Report; in the case of GS-12's and above the proposed rating shall be referred in advance to the AD/CR. Outstanding employees should be considered for special recognition such as quality step increases, accelerated promotions, meritorious awards and the like.

c. Raters should give special attention to the narrative section of the report and paint a picture of the important characteristics of the employee and of the manner in which he goes about accomplishing his job. In this section, they should refrain from elaborating on what his job is, but rather emphasize how he does it.

d. Reviewers should refrain from altering a Fitness Report or getting a rater to alter one. They should endeavor through their comments to provide, as necessary, a counterbalance to ratings by "strict" or "easy" raters. Raters should be encouraged to discuss reports in draft form with the reviewer, especially in problem cases. They are required to do so, as stated above, where they plan to award over-all "outstanding" or "weak" ratings. Although it is not intended that, as a general practice, a Fitness Report be shown to the employee after it has been reviewed, there are certain situations in which a reviewing official may elect to convey the substance of his comments to the person being evaluated and also to the rating official. For example, in cases of substantial disagreement between the rater and the reviewer, the latter may discuss the evaluation with the employee and rater and should state on the report form whether or not he has done so. Reviewing officials may also wish to discuss their remarks in cases of special commendation or warning. When in doubt, it is suggested that the matter be taken up in advance with the reviewer's supervisor.

e. A rater should not confuse, by comparative evaluation, people doing a similar job who have different grades. Thus a trainee at grade 6 should be rated as a 6 in comparison with all other 6's known to the rater and against what is expected of a 6 and not of a grade 7 or higher grade.

B. Rating and Reviewing Officers

a. In general, Fitness Reports in OCR will not be prepared by persons below the Section Chief level, nor reviewed by persons below Branch Chief level. Reports on Section Chiefs will be prepared by Branch Chiefs and

[REDACTED]

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be reviewed by Division Chiefs. Reports on Branch Chiefs will be prepared by the Division Chiefs. Any proposed exceptions to this pattern shall be submitted to the Career Board for approval.

b. The Assistant Director will review and sign Fitness Reports prepared by Division and Staff Chiefs on Deputy Division Chiefs, Branch Chiefs, and other GS-14's or GS-15's. Completed reports on GS-13's or others selected for special career planning will also be routed to him for noting.

c. The Deputy Assistant Director will review and sign all other reports prepared by Division and Staff Chiefs on GS-13's and below.

d. All completed reports for GS-12's and higher, not otherwise specified above, will be routed to the DAD and AD for noting.

3. Promotions and In-Grade Raises

A. Promotion Zones

All promotions will be made on the basis of individual merit as reflected in sustained performance on the job. Supervisors should avoid automatic action to promote at specified intervals. The following time-in-grade minimums are, therefore, provided only as general guidelines; they merely represent the normal time at which an employee may enter the zone of consideration for promotion.

<u>Grade</u>	<u>Months</u>
1 thru 7	6
7 thru 11	12
11 to 12	18
12 to 13	24
13 to 14	30
14 to 15	36

B. Promotion Qualifications

Since evaluations of performance vary in their degree of objectivity and are reflections of the standards of the rater as well as the rated, it is important that each case be considered on its merits. For general

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guidance, it is proposed that only employees with over-all ratings of "Proficient" or higher be considered for promotion to grades through GS-9 and those with "Strong" or higher for promotion to GS-10 or above. "Strong" and "Outstanding" employees may be considered for acceleration to grades through GS-9; only "Outstanding" employees, to grade GS-10 and higher. Justification should be given for all accelerated promotions and for the promotion of "Proficient" employees to Grades 10 and above. Normally, an employee must have performed the duties of a new position for at least six months before he may be considered for promotion. Under no circumstances shall a recommendation for promotion be discussed by the supervisor(s) with the individual so recommended.

C. In-Grade Raises

In-grade raises should be withheld from all employees who have received "Weak" ratings, and usually from those who have received "Adequate" ratings, until such time as the deficiencies have been rectified.

D. Quality Step Increases

Quality step increases should be considered as special recognition for "Outstanding" and some "Strong" employees who have maintained a consistently high standard of performance over an extended period. Nominees should usually be persons who have not been recently promoted and who are not likely to be promoted in the near future.

E. Promotion Actions

All recommendations for promotion, quality step increases and similar significant personnel actions will be presented to the OCR Career Service Board, through the Chief, Administrative Staff.

4. Recruitment and Selection

A. Entrance-on-Duty Grades

a. Although the assignment of EOD grades must be related to the special circumstances of each case and considerable flexibility must be maintained, the following are suggested as a normal pattern:

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Bachelor's degree	GS-7
Master's degree	GS-8
Doctor's degree	GS-10

b. If, in addition, the applicant possesses exceptional qualifications such as proficiency in an Asiatic, Slavic, or other rare language, advanced library or geographic training, or significant area or writing specialization, one grade higher than the basic scale may be allowed. If an individual has other important experience which is clearly related to the job for which he is being hired, he may be given one grade higher than normal for each 9 months of such experience. Thus, for example:

BA	+	9	months pertinent experience	-	GS-8
BA	+	18	"	"	GS-9
BA	+	27	"	"	GS-10
MA	+	9	"	"	GS-9
MA	+	18	"	"	GS-10

Grade 10 should be the maximum EOD grade except in unusual circumstances.

B. Probationary Period

It is the responsibility of the Division Chiefs to follow the development of new employees during the probationary year and to require periodic reports on the quality of their work and their adjustment to the job. Incipient problems should be identified and reported as early as possible and the Chief, Administrative Staff, should be informed. Postponement of such matters until the preparation of the initial Fitness Report after nine months on duty may preclude the application of timely corrective measures. A potentially useful employee may thus sometimes be lost together with the considerable investment that has already been made in his recruitment and training.

C. Vacancies, Application and Selection

a. Vacancy Notices

(1) In accordance with DDI policy, vacancy notices will be issued for any professional vacancy in grades GS-11 or above and for any clerical vacancies in grades GS-7 and above. Such notices will be distributed to other

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DD/I offices as well as within OCR. In special cases where an acceptable OCR candidate is not available, Division Chiefs may elect to circulate notices of professional vacancies below grade GS-11 outside OCR. Vacancies in clerical positions below GS-7 will be advertised only within OCR.

(2) Vacancy notices will usually carry a deadline date for applications three weeks from the date of issuance when distributed outside OCR, two weeks when distributed only within OCR.

b. Application

(1) OCR applicants for vacancies in other offices will forward their applications through their supervisors to the OCR Administrative Staff for noting, forwarding and follow-up.

(2) Applicants for vacancies within OCR should notify the OCR Administrative Staff through their supervisors that they wish to be considered.

c. Selection

(1) The basic aim of the foregoing announcement and application procedure is to select the best-qualified available and interested candidate for each job.

(2) The Division having a vacancy will be responsible for the initial review of the applications, and for interviewing the candidates, where applicable. The Chief, Administrative Staff will provide any necessary support and advice to the Division Chief during the application period, including the proposal of possible candidates. The Division will present its findings and recommendations, through the Chief, Administrative Staff, to the OCR Career Service Board.

D. OCR Career Service Board

The OCR Career Service Board will consist of the following:

Assistant Director, Chairman
Deputy Assistant Director
Executive Assistant
Two Division Chiefs (for one-year terms)
Chief, Administrative Staff, Secretary

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- 8 -

The Board will serve in an advisory capacity and make recommendations to the Assistant Director. Divisions having cases before the Board may be invited to provide representatives as needed.

5. Levels of Supervision

A. It is essential for good management that lines of responsibility be clearly established and maintained and that communication between all levels be facilitated. Excessive proliferation of supervisory responsibilities should be avoided; fragmentation may lead to cumbersome administrative arrangements and costly duplication of effort. An employee must not feel that he is so far removed from contact with responsible senior supervisors that his performance is not observed and evaluated and his career interests are not being carefully considered.

B. Although it is necessary to set up many operations on a unit basis for the accomplishment of certain well-defined tasks, it is not the policy of this office to delegate certain responsibilities of supervision and guidance beyond the Section Chief level. These include the preparation of Fitness Reports, the approval of leave, initiation of promotion actions, reprimands for unauthorized absence, assignment of overtime, interviews on deficient performance, and the like. The Section Chief may wish to consult the Unit Chiefs on these and similar matters but may not delegate these responsibilities. The Unit Chief's functions are limited to the guidance of his unit in its day-to-day operations, completing scheduled assignments, and providing technical advice and direction. He is expected to be a full working member of his unit with a minimum of time allocated to supervisory activities. Any exceptions to this policy must be approved by the Assistant Director.

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Return to

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CENTRAL INTELLIGENCE AGENCY
OFFICE OF GENERAL REFERENCE

OCR NOTICE

CR 20-580-1
15 March 1963

PROMOTION GUIDELINES

The following guidelines should be employed by Division and Staff Chiefs when submitting recommendations for promotion to the OCR Career Board.

1. Recommendations for promotion will be entertained at the Staff Meeting held on the first pay day of each month.
2. Recommendations from the Divisions and Staffs must be received in the Administrative Staff by close of business the preceding Tuesday.
3. Minimum time-in-grade requirements to qualify for consideration for promotion are as follows:

GS-1 thru 6	6 months
GS-7 thru 11	12 months
GS-12 and 13	18 months

4. A request for waiver of the time-in-grade requirement must be accompanied by a written justification from the Division or Staff Chief. Recommendations for early promotion not accompanied by a written justification will not be placed on the docket.
5. A Fitness Report must have been prepared on an employee being considered for promotion within the past 12 months.

PAUL A. BOREN
Assistant Director
Central Reference

*Rescinded by
CS Guidelines
6/22/64*

STAT

OCR NOTICE

Rescinds CD 20-580 dtd 21 May 54

CD-20-580-2

7 October 1957

PROMOTION POLICY

Selection of an individual for a GS-5 through GS-15 position is made by the OCR Career Service Board following the circulation of vacancy notices. Individuals selected for a position, the grade of which is higher than the grade of the individual, will not be eligible for promotion until they have proven their ability to perform at the higher level and have otherwise complied with Agency regulations on promotion. Having met these qualifications, they may be promoted to the grade of the position for which they were selected at the discretion of the Division Chief without further referral to the Board. An individual who fails to perform satisfactorily will be reassigned by the Career Board.

PAUL A. BORREL
Assistant Director
Central Reference

EA-57/I.b/2

rescinded

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Approved For Release 2003/01/29 : CIA-RDP80-01826R000300090001-3

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Approved For Release 2003/01/29 : CIA-RDP80-01826R000300090001-3

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OFFICE OF RESEARCH AND REPORTS

5 April 1963

Office Regulation 20-58

PERSONNEL

ORR PROMOTION POLICIES AND PROCEDURES

25X1A

REFERENCES: (1) Headquarters Regulation dated
15 September 1961
(2) DD/I Notice 20-580-2/1, dated 1 December 1962

RESCISSION: ORR Regulation 20-58, dated 17 March 1959 ✓

I. PURPOSE

This regulation prescribes ORR policies, assigns responsibilities, and outlines procedures for promotions up to grade GS-15, and for within-grade increases for personnel at all grades.

II. POLICY

A. The promotion of employees within the IR Career Service will be based essentially upon their performance, demonstrated abilities, and potential, which will be evaluated periodically in competition with other ORR employees of equivalent grade within certain areas of competition. All ORR personnel will be considered periodically for promotion, normally annually, but in any event no less frequently than at the time of eligibility for their within-grade increases.

B. The evaluation of employee performance, demonstrated abilities, and potential for promotion purposes will involve consideration and analysis of the following:

1. Performance

The individual must have demonstrated conspicuously better than satisfactory work performance on a sustained basis in his present grade and the ability to perform satisfactorily at the level of responsibility for the grade to which promotion is being considered. This normally would include a period of assignment to duties of a higher grade

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GROUP 1

Excluded from automatic down-
grading and declassification

5 April 1963

Office Regulation 20-58

PERSONNEL

B. Competitive Evaluation Panels will be established, each consisting of at least three senior supervisory members of the CIA Career Staff, from the organizational units comprising the Competitive Area. The Panel members will be nominated by the senior Competitive Area supervisor and appointed by the Head of the IR Career Service for one-year terms on a calendar year basis (January 1 - December 31).

C. A chairman for each Competitive Evaluation Panel will be appointed by the senior Competitive Area supervisor. The Chairman will call meetings of the Panel as often as may be necessary to develop and maintain promotion lists on a current basis.

IV. RESPONSIBILITIES AND FUNCTIONS

A. Supervisor (Branch Chief or higher as appropriate)

1. Periodically considers and evaluates employees under his supervision for promotion in conformance with Paragraph II above.

2. Approves or disapproves within-grade increases for employees under his supervision, and returns the Form 560 through the command channel to the Chief, Administrative Staff.

3. Initiates promotion actions on employees under his supervision, if judged appropriate, in conformance with Paragraph V below.

B. Division Chief

1. Submits through channels, at the request of the Head of the IR Career Service a list of anticipated promotion actions within his division for the coming fiscal year.

2. Endorses or disapproves promotion actions initiated within his division.

3. Notes action taken by supervisors under his jurisdiction on within-grade increases for eligible employees.

5 April 1963

Office Regulation 20-58

PERSONNEL

than those of the individual's current grade. Other pertinent evidence pertaining to performance of assigned duties and responsibilities will also be considered. (Solely satisfactory performance at an acceptable level of competence by the individual at his current grade level is recognized through the granting of a within-grade increase upon completion of a prescribed waiting period, and not through promotion to a higher grade.)

- 2. Personal Qualifications

- a. Maturity and judgment.
- b. Substantive competence.
- c. Development potential.
- d. Evidence of effort to increase competency by additional training.
- e. Leadership, in terms of effective management, direction, and supervision, when appropriate to the position.

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C. Except as provided under Paragraph c of Headquarters Regulation [] a prerequisite to any recommendation for promotion will be the availability, on the proposed effective date of the promotion, of a suitable vacancy at the higher grade.

III. COMPETITIVE EVALUATION AREAS AND PANELS

A. Competitive Areas for purposes of competitive evaluation of individual qualifications for promotion of employees in the grades GS-9 through GS-14 are established as follows:*

- Competitive Area No. 1: OAD and OAD Staffs
- Competitive Area No. 2: Economic Research Area
- Competitive Area No. 3: Geographic Research Area

*Individuals in overseas assignments, full-time training status, or rotation-loan or detail status normally will remain within the Competitive Promotion Area to which they were assigned immediately prior to such assignment.

5 April 1963

Office Regulation 20-58

PERSONNEL

C. Competitive Evaluation Panel

1. Performs comparative evaluation by grade of all employees in grades GS-9 through GS-14 within its Competitive Area.
2. In accordance with established Agency competitive evaluation schedules, prepares and revises as necessary lists of eligibles for promotion by grade, ranked in order of priority. (Promotion lists and related information will be treated as privileged personnel information and will be handled on an EYES ONLY basis as directed by the Competitive Area supervisor.)
3. Forwards the original of CEP priority lists of eligibles for promotion to the Assistant Director, ORR, through the senior Competitive Area supervisor, with a copy to the Chief, Administrative Staff.

D. Area Chief

1. Reviews listings of personnel arranged in relative order of priority for promotion as prepared by the Competitive Evaluation Panel for his area.
2. Consults with the CEP when appropriate.
3. Forwards favorably endorsed promotion recommendations to the Head of the IR Career Service (AD/RR), explaining the reasons for any significant divergence from the pertinent CEP listing.
4. Notes action taken by supervisors under his jurisdiction on within-grade increases for eligible employees.

E. ORR Personnel Officer -- Administrative Staff

1. Provides to the Competitive Evaluation Panels, in accordance with competitive evaluation schedules, listings by grade of individuals in each Competitive Area.
2. Forwards to the employee's supervisor (Branch Chief level or equivalent) Form 560 for each employee at least six weeks before the employee becomes eligible for a within-grade increase.

5 April 1963

Office Regulation 20-58

PERSONNEL

3. Reviews promotion recommendations and action taken on within-grade increases for conformance with CIA, DD/I and ORR policies, procedures, and instructions.

4. Processes promotion and within-grade increase actions for Office record purposes.

F. Chief, Administrative Staff

1. In his dual capacity as Secretary of the IR Career Service Board and Chief, Administrative Staff, maintains a record of appointments to Area Competitive Evaluation Panels and copies of current CEP priority lists of eligibles for promotion by Competitive Area for use by the AD/RR and the ORR Career Service Board as necessary.

2. Reviews and approves for the AD/RR, or recommends disapproval to AD/RR of proposed personnel actions involving promotion to all grades up to GS-11.

3. Reviews and makes recommendations, as appropriate, to the AD/RR for proposed personnel actions involving promotion to grades GS-12 through GS-15.

4. Assures that disapproved within-grade increase actions are handled in strict compliance with Agency regulations and are reviewed in accordance with the suspense date established in each case.

G. Assistant Director, Research and Reports

1. In his dual capacity as Head of the IR Career Service and Assistant Director for Research and Reports, reviews and approves proposed personnel promotion actions involving grades GS-12 and higher or disapproves line recommendations, as necessary, at any grade.

2. Approves for forwarding to the DD/I and the Director of Personnel, or disapproves, line recommendations involving Personal Rank Assignment.

3. Appoints members of Competitive Evaluation Panels.

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5 April 1963

Office Regulation 20-58

PERSONNEL

V. PROCEDURES

A. Promotion recommendations will be initiated by supervisors (Branch Chief level or higher). The promotion recommendation memorandum and a completed Form 1152a shall be forwarded to the AD/RR through St/A so as to be received in St/A not more than five or less than two weeks in advance of the desired effective date.

B. Actions for promotion up to and including GS-6 will be prepared on Form 1152 and will be accompanied by a brief memorandum describing the individual's assigned duties, work performance (including the length of time performance has been observed by the initiator) in duties of the grade to which promotion is recommended, and total length of time in present grade. In addition, the memorandum will include the certification of performance prescribed in subparagraph C.4. below and endorsements, if appropriate, by supervisors in the chain of command.

C. Actions for promotion to grades GS-7 and above will be prepared on Form 1152 and will be accompanied by a memorandum of recommendation and justification from the initiator, with appropriate endorsements by supervisors in the chain of command. The memorandum will include the following:

1. Name and present grade of employee being recommended for promotion.
2. Time in grade - Give date of last promotion and number of months in grade.
3. Reasons for recommended promotion - Comment briefly on each of the following topics:
 - a. Current performance.
 - b. Comparative achievement.
 - c. Improved capabilities.
 - d. Potential for further development.
 - e. Maturity, judgement, and leadership qualities.

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5 April 1963

Office Regulation 20-58

PERSONNEL

4. Certification of Performance - The following certification shall be included verbatim:

"I certify that (name of individual) has demonstrated better than satisfactory performance in present grade on a sustained basis and that he (she) has demonstrated the ability to perform satisfactorily at the average level of responsibilities for the grade to which promotion is recommended."

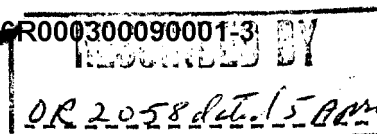
5. Necessary signatures and endorsements.



GUYD E. GUTIER
Assistant Director

25X1

Distribution No. 3B



OFFICE OF RESEARCH AND REPORTS

17 March 1959

Office Regulation 20-58

PERSONNEL

ORR PROMOTION POLICIES AND PROCEDURES

- REFERENCES: (1) CIA Regulation [] dated 29 November 1956
 (2) DD/I Notice 20-580-1, dated 18 February 1957
 (3) CIA Handbook [] dated 29 November 1957
 (4) CIA Notice [] dated 24 February 1959
 (5) DD/I Notice 20-110-?, dated 17 November 1954
- RESCISSIONS: (1) ORR Regulation 20-59, dated 23 May 1956 JK
 (2) ORR Regulation 20-58, dated 9 May 1956 OK

25X1A
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I. PURPOSE

The purpose of this regulation is to prescribe and establish ORR policies and procedures which apply to staff employee promotions up to grade GS-15 within the provisions of Reference (1) and Reference (2) above. Promotion to grades above GS-15 are not covered by this Regulation.

II. POLICY

A. The promotion of ORR employees within the ORR Career Service will be based essentially upon their performance, demonstrated abilities and potential which will be evaluated periodically in competition with other ORR employees of equivalent grade within certain established areas of competition. ORR personnel within the Zone of Consideration will be considered for promotion at least once each year.

B. Within the provisions of CIA Regulation [] and DD/I Notice 20-580-1, the evaluation of employee performance, demonstrated abilities and potential for promotion purposes will involve an analysis of the following:

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1. Performance

a. The individual must have demonstrated conspicuously better than satisfactory work performance on a sustained basis in the present grade and the ability to perform satisfactorily at the level of responsibility for the grade to which promotion

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17 March 1959

Office Regulation 20-58

is being considered. This implies a period of assignment to duties of a higher grade than those normal to the individual's current grade. Other pertinent evidence pertaining to performance of assigned duties and responsibilities will also be considered.

b. Solely satisfactory or adequate performance at the grade level held by the individual is recognized through the awarding of step-grade increases after the specified time in grade requirements have been met and not through the promoting of that individual to a higher base grade.

2. Personal Qualifications

- a. Maturity and judgment.
- b. Substantive competence.
- c. Development potential.
- d. Evidence of effort to increase competency by additional training.
- e. Leadership, in terms of effective management, direction, and supervision, when appropriate to the position.

C. Time of entrance into the zone of consideration and exceptions thereto will be governed by the provisions of CIA Regulation

D. Except as provided under Paragraph 3. a. of CIA Regulation , a prerequisite to any recommendation for promotion will be the availability, on the effective date of the promotion, of a suitable vacancy at the higher grade.

III. COMPETITIVE EVALUATION AREAS AND PANELS

A. Competitive Areas for purposes of competitive evaluation of individual qualifications for promotion of

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17 March 1959

Office Regulation 20-58

employees in the grades GS-7 through GS-14 are established as follows:*

Competitive Area No. 1: OAD/RR and OAD/RR Staffs

Competitive Area No. 2: Economic Research Area

Competitive Area No. 3: Geographic Research Area

B. Competitive Evaluation Panels (C.E.P.'s) will be established, each consisting of at least three senior supervisory members of the CIA Career Staff from the organizational units comprising the Competitive Area. The Panel members will be nominated by the senior Competitive Area supervisor and appointed by the Head of the IR Career Service for one-year terms on a calendar year basis (January 1 - December 31).

C. A chairman for each Competitive Evaluation Panel will be appointed by the Senior Competitive Area supervisor and will call meetings of the Panel as often as may be necessary to maintain promotion lists and recommendations on a current basis.

IV. RESPONSIBILITIES AND FUNCTIONS

A. Supervisor (Branch Chief or higher as appropriate)

1. Receives and endorses Zone of Consideration Memorandum with comments through the command line to Chief, Administrative Staff.

2. Initiates promotion action, if judged appropriate, in conformance with Section II.

B. Division Chief

1. Submits through channels, at the request of the Head of the IR Career Service, a report of anticipated promotion actions within his division for the coming fiscal year.

* Individuals in an overseas assignment status, full-time training status, or rotation-loan or detail status will normally remain within the Competitive Promotion Area to which they were assigned immediately prior to such transfer or assignment.

17 March 1959

Office Regulation 20-58

2. Approves or disapproves promotion actions initiated within his Division.

C. Competitive Evaluation Panel

1. Performs comparative evaluation by grade of those eligible for promotion (CIA Handbook [] "Guide for Competitive Evaluation Panels" will be used as necessary or appropriate.)

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2. In accordance with established Agency Competitive Evaluation Schedules, prepares and revises as necessary lists of eligibles for promotion by grade, ranked in order of priority. (Promotion lists and related information will be treated as restricted personnel information and will be handled on an EYES ONLY basis as directed specifically by the Competitive Area supervisor.)

D. Area Chief

1. Reviews priority listings of eligibles as prepared by Competitive Evaluation Panel.

2. Consults with the CEP when appropriate.

3. Forwards approved recommendations for promotion to the Head of the ORR Career Service, explaining the reasons for divergence from the pertinent CEP listing of eligibles.

E. ORR Personnel Officer -- Administrative Staff

1. Provides, in accordance with competitive evaluation schedules, listings of those individuals in the Zone of Consideration at each grade to the CEP's, together with those of the same grade who will enter the Zone during the following year.

2. Maintains record of appointments of members to Area Competitive Evaluation Panels and copies of current CEP priority lists of eligibles for promotion by Competitive Area for use by the AD/RR and the ORR Career Service Board as necessary.

3. Prepares and forwards to the employee's supervisor (Branch Chief level or equivalent) a Zone of Consideration

17 March 1959

Office Regulation 20-58

Memorandum containing the name, grade, and date of grade for each employee entering the Zone of Consideration and for each employee who has been in the Zone of Consideration for one year (a memorandum will be forwarded in the case of each such employee at one year intervals thereafter).

4. Reviews proposed actions for conformance with CIA, DD/I, and ORR policies and instructions.

5. Processes approved actions for record purposes.

F. Chief, Administrative Staff

1. Reviews and approves for the AD/RR or recommends disapproval to AD/RR of proposed personnel actions involving promotion to all grades up to GS-11.

2. Reviews and makes appropriate recommendations to AD/RR for personnel actions involving promotion to grades GS-12 through GS-15.

G. Assistant Director, Research and Reports

1. In his dual capacity as Head of the IR Career Service and Assistant Director for Research and Reports, reviews and approves the forwarding of promotion recommendations involving grades GS-12 and higher or disapproves line recommendations, as necessary, at any grade.

2. Approves or disapproves line recommendations involving Personnel Rank Assignment.

3. Appoints members of Competitive Evaluation Panels.

V. PROCEDURES

A. Promotion recommendations will be initiated by the Branch Chief level supervisor in the chain of command and will be consistent with the provisions of Section II above. (Promotion recommendation memorandum and the completed Form No. 1152a shall be forwarded to the AD/RR through St/A so as to be received in St/A not more than five or less than three weeks in advance of the desired effective date.)

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17 March 1959

Office Regulation 20-58

B. Actions for promotion up to and including GS-6, will include a brief statement (to be entered under "Remarks" on Standard Form 1152a), regarding individual's assigned duties, work performance (including the length of time performance has been observed by the initiator) in duties of the grade to which promotion is recommended and total length of time in present grade. In addition, the certification of performance prescribed in Paragraph C. 4. below will be entered on the Form 1152a.

C. Actions for promotion to grades GS-7 and above will include, in addition to the completed Form 1152a, a memorandum of recommendation from the initiator, with appropriate endorsements by chiefs of intermediate echelons. Each memorandum will include the following:

1. Name and present grade
2. Time in grade - Give date of last promotion and number of months in grade.
3. Reasons for recommended promotion - Comment briefly on each of the following topics:
 - a. Current performance.
 - b. Comparative achievement.
 - c. Evidence of improved capabilities.
 - d. Statement of development potential.
 - e. Maturity, judgment and leadership qualities.
4. Certification of performance - The following certificate shall be included verbatim:

"I certify that the individual has demonstrated conspicuously better than satisfactory performance in present grade on a sustained basis and that the individual has demonstrated the ability to perform satisfactorily at the average level of responsibilities for the grade to which promotion is recommended."

5. Necessary signatures and endorsements of approval or disapproval.

[Redacted Signature Box]

OTTO E. GUTHE
Assistant Director

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OFFICE OF RESEARCH AND REPORTS

23 May 1956

Office Regulation R20-9-
R20-57

SUBJECT : ORR Zone of Consideration Policy and Procedures

REFERENCES: (1) CIA Regulation [] 30 April 1954
(2) ORR Regulation R20-5/1, 9 May 1956

25X1A

I. PURPOSE

The purpose of this regulation is to set forth ORR procedures for compliance with the intent of paragraph 2 a, CIA Regulation [] and to assign appropriate responsibilities.

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II. POLICY

ORR personnel will be considered for promotion by their supervisors within thirty days after entering the zone of consideration, and at least once each year thereafter.

III. RESPONSIBILITIES

1. The Administrative Staff is assigned responsibility for implementation of the procedures set forth herein.

2. Supervisors (branch chief level or higher) are responsible for considering employees under their supervision for promotion and for making recommendations as appropriate, within the provisions of ORR Regulation R20-5/1.

IV. PROCEDURES

1. The Administrative Staff will prepare a memorandum (see sample attached) containing the name, grade, and date of grade for:

- a. Each employee entering the zone of consideration, and
- b. Each employee who has been in the zone of consideration for one year. A memorandum will be prepared for each such employee at one year intervals thereafter.

2. This memorandum will be forwarded to the employee's supervisor (branch chief level or higher) and will constitute formal notification that the employee has completed minimum time-in-grade requirements and is eligible for promotion consideration in accordance with CIA Regulation [] and ORR Regulation R20-5/1.

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3. The supervisor will complete and sign the record of action and will return the memorandum through normal channels to the AD/RR, Attn: Chief, St/A, within fifteen days. Chiefs of intermediate echelons in the chain of command will indicate concurrence of the supervisor's action by initialing the record of action.

4. Upon receipt in the Administrative Staff, this memorandum will be recorded and filed in the employee's ORR personnel folder as evidence of consideration.

V. MISCELLANEOUS

All questions concerning employees within the zone of consideration, or the procedures set forth herein, should be directed to St/A, Ext.

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OTTO E. GUTHE
Assistant Director

RR Distribution No. 3

Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief,

FROM : Assistant Director, Research and Reports

SUBJECT: Employee in Zone of Consideration

DATE:

1. This is to advise you that the employee indicated below is in the zone of consideration for promotion.

<u>Name of Employee</u>	<u>Grade</u>	<u>Date of Grade</u>
-------------------------	--------------	----------------------

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2. Agency Regulation specifies that employees in the zone of consideration will be considered for promotion at least once each year. Accordingly, it is requested that you complete and sign the record of action below and return it to this office.

FOR THE ASSISTANT DIRECTOR:

Chief, Administrative Staff

25X1A9A

Record of Action

TO : Assistant Director, Research and Reports

ATTN : Chief, Administrative Staff

DATE:

This employee has been considered for promotion and recommendation is made as follows:

- ☐ Promotion action being initiated
- ☐ Promotion action not being initiated, for the following reasons:

Signature of Supervisor

OFFICE OF RESEARCH AND REPORTS

OAS
20-58
PERSONNEL-3

9 May 1956

Office Regulation R20-5/1

SUBJECT : ORR Promotion Policy and Procedures

REFERENCES: CIA Regulation [] dated 30 April 1954
DD/I Notice 20-110-3, dated 17 November 1954

25X1A

RESCISSIONS: Office Regulation 20-5, dated 21 October 1953 ✓
Office Regulation 20-6, dated 17 December 1953 ✓

I. POLICY

1. The promotion of ORR employees will be based on consideration of their qualifications and demonstrated abilities in relation to Office needs as follows:

A. Performance

- (1) The individual must have demonstrated conspicuously better than satisfactory work in present grade, resulting in significant accomplishments, superior performance on a sustained basis, completed work of recognized quality, and any other pertinent evidence.
- (2) The individual must have demonstrated also the ability to perform satisfactorily at the average level of responsibilities for the grade to which promotion is considered. This implies a period of assignment to duties of a higher grade than those normal to the grade from which the individual is to be promoted. Satisfactory or adequate performance at the grade level held by the individual is recognized through the awarding of step-grade increases after the specified time in grade requirements have been met and not through the promoting of that individual to a higher base grade.

B. Personal Qualifications to be considered:

- (1) Maturity and judgement.
- (2) Substantive competence, including educational background.
- (3) Development potential.
- (4) Evidence of effort to increase competency by additional training.
- (5) Leadership, in terms of effective management, direction, guidance, and supervision, when appropriate to the position.

*Reconsider per 20-58
17 March 1959*

R20-5/1

C. Service

Time of entrance into the zone of consideration and exceptions thereto will be governed by the provisions of CIA Regulation

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D. Table of Organization

Prerequisite to any recommendation for promotion will be the availability, on the effective date of the promotion, of a suitable vacancy at the higher grade.

II. PROCEDURE

1. Promotion actions will be initiated by the first supervisor of branch-chief level or higher in the chain of command. Recommendations will be consistent with the provisions of Section I, par. 1 above. Supervisors shall discuss promotion possibilities with the chief of the next higher echelon prior to actual submission of forms; the completed Form No. 52 shall be forwarded to St/A not more than five or less than three weeks in advance of the desired effective date.

2. Actions for promotion up to and including GS-6 will include a brief statement, which will be entered under "A. Remarks" on Standard Form 52, as to assigned duties, work performance (particularly during trial period) in duties of the grade to which promotion is recommended, length of trial period, and total length of time in present grade.

3. Actions for promotion to grades GS-7 and above will include in addition to the completed Form 52, a memorandum of recommendation from the initiator, with appropriate endorsements by chiefs of intermediate echelons.

4. The memorandum will be addressed to AD/RR through the appropriate division and area chief and Chief, St/A. Each memorandum will include a separate paragraph dealing with each of the following topics:

- A. Previous Work Experience - Comment, if pertinent, on previous positions and experience which is considered part of the individual's qualifications for the recommended promotion, stressing degree of responsibility and results obtained. If previous work experience is not pertinent, this should be stated.
- B. Current Performance - A concise statement by the initiator on the quality of performance of the individual since last promoted. (Ref. Section I, par. 1 A). It is recognized that much of the work of ORR personnel does not result in a single measurable product, and that many complex projects, staff studies, and other reports and memoranda reflect the combined effort of several individuals. However,

any specific items that illustrate the quality of the work performed by the individual should be referenced in the memorandum.

- C. General Qualifications - A brief evaluation of the general qualifications of the individual. This evaluation should include any special skills possessed by the individual, pertinent to the position, such as unusual language qualifications.
- D. Comparative Achievement - In order properly to present the status of the individual in comparison with other individuals of his grade level, he shall be compared with these others, by name, within the zone and area of consideration in such of the following as are applicable: research ability, supervisory ability, judgement, writing ability, oral-presentation ability, special skills, security consciousness, attitude, time in grade, and time with the component.

NOTE: It should be remembered that the excessive use of superlatives weakens rather than strengthens a supervisor's recommendations.

5. Component chiefs through whom the Form 52 and attachments are submitted will either disapprove and return or forward with endorsement. Endorsements should contain useful comments in support of the recommendation. Negative action will not be taken without consultation with the chief of the component from whom the action was received.

6. The Assistant Director has responsibility for approving the recommendation for promotion prior to its submittal to the Office of Personnel for action. St/A is charged with completing all processing on the actions prior to Office approval.

OTTO E. GUTHE
Assistant Director

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RR Distribution No. 3

Security Information

OFFICE OF RESEARCH AND REPORTS

21 October 1953

Office Regulation R2C-5

SUBJECT: ORR Promotion Policy

The following Promotion Policy is the first of a series of personnel policies which will be issued by ORR in Office Regulation form.

1. Promotion of ORR personnel to existing and future vacancies will be made in accordance with the following criteria:

A. Performance

- (1) Conspicuously better than satisfactory work in present grade, resulting in significant accomplishments, effective performance on a sustained basis, completed work of recognized quality, and other pertinent evidence.
- (2) Demonstration of ability to perform satisfactorily at the minimum level of responsibilities for the grade to which promotion is considered.

B. Personal

- (1) Maturity and judgment.
- (2) Substantive competence, including educational background.
- (3) Development potential.
- (4) Evidence of effort to increase competence by additional training.
- (5) Leadership, in terms of effective direction, guidance and supervision, when appropriate to the position.

C. Service

- (1) Experience in present grade for the following minimum periods:

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Security Information

- (a) For promotions to grades up to and including GS-7 - 6 months
- (b) For promotions to GS-8 and higher grades - 12 months
- (2) Experience in grade is a requirement for promotion but not a factor in arriving at a recommendation for such action.
- (3) Promotion after less than these periods of service in grade will be approved only after consideration is given to specific exceptional circumstances, including:
 - (a) Previous time in the same or higher grades in closely related work in other offices or agencies prior to transfer;
 - (b) Clear evidence that an individual entered on duty at a grade lower than his qualification and demonstrated performance indicate;
 - (c) Performance outstanding by Office-wide standards.
- (4) In no case, however, will the required length of service be reduced to less than four months of full-time duty in GRR at the assigned grade.



OTTO E. GURNE
Assistant Director
RESEARCH AND REPORTS

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